SYNOPSIS

ON

Entrepreneurial Competencies, Innovativeness and Career Success among Micro Enterprises of Northern India

For Registration

IN

Doctor of Philosophy in Business Management

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INTRODUCTION:

MICRO ENTERPRISES:

The Micro Enterprises constitutes an important segment of the Indian economy in terms of its contribution to the country's industrial production, exports, employment and creation of a broad entrepreneurial base. So, it is rightly regarded as the backbone of the modern Indian Economy. With the advent of planned economy from 1951 and the subsequent industrial policy followed by Government of India, both planners and Government earmarked a special role for small-s scale industries in the Indian economy. Their significance has not waned in the wake of LPG and thereafter. They enjoy certain inherent strengths such as lower over-head costs, flexibility in production, informality in labor relations, exploitation of local, latent resources and skills, capacity to execute small orders and to offer customized services.

According to MSME Act 2006 the concept of Micro enterprises have changed now its investments up to ₹1 crore and turnover of less than ₹5 crore (Amendment 2020). The definition earlier was on investment criteria of up to ₹10 lakh for service MSMEs and ₹25 lakh for manufacturing.

ENTREPRENEURIAL COMPETENCIES:

On the basis of its resources and behaviour, an organisation develops certain strengths and

weaknesses which when combined lead to synergistic effects. Such effects manifest themselves in terms of organisational competencies. “Competencies are special qualities possessed by an organisation that make them withstand the pressures of competition in the marketplace”. The net results of the strategic advantages and disadvantages that exist from an organisation determine its ability to compete with its rivals.

When an organisation develops its competencies over a period of time and hones them into a fine art of competing with its rivals, it tends to use these competencies exceedingly well. The capabilities to use the competencies exceedingly well turns them into core competencies. “When a specific ability is possessed by a particular organisation exclusively or relatively in large measures, it is called a distinctive competence”. The various authors have explain the concept of competencies in simplest manner. Some of the definitions given by different authors are given below:

- **Albanese (1989)**: Competences are individual's characteristics which are used to effect on the organization's management.
- **Bird (1995)**: Entrepreneurial Competencies can be defined as underlying characteristics such as generic and specific knowledge, motives, traits, self-images, social roles, and skills which result in venture birth, survival, and growth.
- **Boyatzis (1982)**: Competence lies in the individual's capacity which superposes the person's behaviour with needed parameters as the results of this adaptation make the organization to hire him.
- **Hayes (1979)**: Competences generally include knowledge, motivation, social characteristic and roles, or skills of one person in accordance with the demands of organizations of their clerks.

INNOVATIVENESS:

Innovativeness and the ability to introduce innovations are regarded as one of the most important Aspects of the entrepreneurial process and are considered one of the dimensions of entrepreneurial orientation. Innovativeness reflects a firm’s tendency to engage in and support new ideas, novelty, experimentation, and creative processes that may result in new products,

services, or technological processes (Rhee, *et al.,* 2010) When it comes to psychometric properties for the measurement of innovativeness, it may be relevant to establish the tendency and willingness to change. However, in the effort of establishing the extent to which capacities to absorb knowledge are present in a company, it may be more useful to determine innovativeness more rigorously by looking at the extent of adoption of innovation. This includes not only the willingness to change, but also the degree to which an innovation is adopted earlier compared to others.

- **Merriam-Webster:** "The skill and imagination to create new things", which speaks to the duality of the attribute but just scrapes the surface of the importance of innovativeness to business growth and sustainability.
- **Midgley & Dowling:** Innovativeness is the degree to which an individual makes innovation adoption decisions independently of the communicated experience of others.
- **Rogers:** The degree to which an individual is relatively earlier in adoption new ideas than the other members of a system.

CAREER SUCCESS:

Career success is a combination of achieving a reasonable level of financial stability while doing work you enjoy and then finding that you are also happy and fulfilled with your life and career success as well. (Timothy *et al.,* 1994) defined Career success as the positive psychology or work-related outcomes or achievements one has accumulated as a result of one's own experience. Career success is an evaluative concept (Beyer, Trice, 1985) career success can be evaluated by others on the basis of objective and visible criteria and by the individual pursuing the career. Career success is a subjective term and means different things to different people. However, there are some commonalities that the majority of people agree is important when it comes to discussing "career success." A successful career is usually one where the person feels happy to go to work every day, doing something of interest to the individual. Many people also measure career success by income, employer, prestige, etc. However, when it comes to these criteria, they are not the same for everyone.

- **Forbes:** Career success is a combination of achieving a reasonable level of financial stability while doing work you enjoy and then finding that you are also happy and fulfilled with your life and career choices as well.
- **Tata:** The feeling of pride and personal accomplishment that comes from achieving your most important goals in life-achievement, family happiness, inner peace etc.
- Continuously demonstrating those qualities, attributes and skills necessary to succeed and further prepare for a chosen profession while effectively contributing to society.

REVIEW OF LITERATURE:

The literature cites the various studies relating to competencies, innovativeness and career success among the entrepreneurs of micro enterprises. The following paragraphs highlight the brief review of various studies conducted in this area.

Gilgeous and Parveen (2001) studied a postal survey to manufacturing managers in six different industry sectors to ascertain their views on core competencies. The questionnaire, addressed to the manufacturing manager, was mailed to 1,300 firms in 1997. A total of 200 valid questionnaires were returned providing a response rate of 15 per cent. Overall the analysis revealed the industries were weak at addressing the issues of strategic intent, organizational citizenship, strategic architecture and distinct capabilities. It is important to note that the need for strategic intent and strategic architecture is fundamental to the cultivation and administration of achieving core competencies, since they are the initial building blocks for core competence enhancement and development. Study concluded that manufacturing managers need to increase their knowledge and understanding of core competencies.

Brophy and Kiely (2002) analysed the introduction of a competency-based framework into the hotel sector based on a working project entitled ‘‘Hotel management Skillnet’’. This study examined the emergence of competencies. Various models and frameworks were discussed with specific reference to the customized model designed for the hotel industry. Study focused on a current project entitled ‘‘Hotel management Skillnet’’ which aims to identify the skills, knowledge and behaviors required at middle management level in the Irish hotel industry. The

focus is on the three-star hotel market within rooms division and food and beverage departments. With regard to sample size, the breakdown is as follows 42 three-star properties were involved in the study; the total number of people who participated in data gathering was 59; of these, 21 were general managers; 38 were middle managers, 36 per cent were rural and 64 per cent were urban properties; 56 percent were independent and 44 percent were group properties. This project seeks to identify the competencies required by middle managers in the three-star Irish hotel sector, and thus bring an innovative and fresh approach to HRM.

Man and Lau (2005) examined that the business environment in Hong Kong has been considered as being favorable for the development of entrepreneurship (Siu and Martin, 1992; Tam and Redding, 1993; Yu, 2000), and therefore it has nurtured a large number of small and medium-sized enterprises (SMEs) and their owner/managers, who exhibit some unique characteristics. The purpose of this study is to investigate how such characteristics can sustain in different industrial environments. By using the competency approach on a sample of 153 SME owner/managers in the wholesale trade and IT services industries, was selected. The differences in industrial environments was first examined by applying a t-test on the variables of industrial environments for the two industry sub-samples. According to the results from the t-tests, significant differences was found between the two industries, as reflected in the large t-value in the tests for differences in the four environmental dimensions under investigation.

Bouzdine-Chameeva (2006) examined the nature, role and interaction of competencies to aid their strategic decision making. Faced with major new challenges in a rapidly evolving world market, small and medium-sized enterprises (SMEs) in the wine sector in the Bordeaux region urgently need to reconsider their strategic options. A competencies study founded on a series of interviews conducted with the personnel of six wine SMEs in the Bordeaux region revealed the importance of eight core competencies (production, labor, costs, quality, investment, market, competition, and clients/sales) in devising strategy. In addition to this study demonstrate that core factors affecting the success of strategic development include: knowledge versus know-how; investment, quality; labor difficulties, team issues, market positioning; customer relationship and trust. The implications of the practical implementation of these results were discussed.

Mika Pasanen (2007) analysed the factors affecting the growth and performance of small and Medium enterprises (SMEs). The study was conducted mainly to identify strategic factors differentiating two types of growth in firms, organic growth of SMEs and acquisition growth of SMEs. The comparative analysis of 20 acquisition growth SMEs and 90 organic growth SMEs revealed strategic differences with important implications between the two groups. The results of the data mark a significant difference in their scale of operation, firm's age, founders and product & customer structures. The study concluded that firm's growth pattern is associated with SME characteristics which has managerial implications.

Alarape (2007) investigated the impact of owners-managers of small businesses participating in entrepreneurship programs on operational efficiency and growth of small businesses. Organizing entrepreneurship programs to owner-managers of small businesses is a recent development in Nigeria dated to late 1980s, with the introduction of work-for-yourself program (WFY). The program aimed at developing entrepreneurial and innovative skills among owners-managers of small businesses. It is a cross-sectional study analysis of the impact of exposure of owner-managers of small businesses on their performance (i.e. operational efficiency and growth rate) in a non-contrived environment. The data was collected from primary and secondary sources. Both descriptive and inferential statistics were employed for the analysis and the hypotheses were tested at 95 percent confidence level (i.e. $\alpha = 0.05$). Small businesses, whose owner-managers who have the experience of participating in entrepreneurship programs, exhibited superior managerial practice; hence, a higher gross-margin and rate of growth than small businesses whose owner-managers did not have such experiential learning.

Hassan Ballout (2007) examined the relevant literatures on career success and develop a theoretical framework and testable propositions concerning how human capital, person-environment fit and organizational support relate to career success. Whilst acknowledging the substantial literature that has accumulated regarding the various antecedents and operationalization involved in employees' career success, there is little research as how person-environment fit and career success are related. Literature outlining approaches to career success is summarized and research at the intersection of person-environment fit and organizational

support/career success are reviewed. This is followed by a set of propositions based upon the antecedents of career success. It is suggested that person-environment fit and organizational support are important antecedents of career success.

Ahmad *et al*., (2010) examined the effect of entrepreneurial competencies and the moderating effect of business environment on business success in small and medium sized enterprises (SMEs) in Malaysia. Study arguing that those who hold key positions in the organization have a significant influence on the organization's success or failure. A sample of 212 Malaysian SME owner-founders was taken. The structural equation modeling (SEM) procedure was used to test the proposed model. The findings of the present study confirmed that entrepreneurial competencies were strong predictors of business success. The study concluded that entrepreneurs are capable of minimizing the negative impact of business environment if they are willing to equip themselves with the appropriate competencies.

Marina (2012) explored the difference in entrepreneurial intentions, perceived entrepreneurial motivation, and cognitive profiles between individuals who had participated in enterprise education programmes in the universities and those who have not. Survey information of 321 students from three universities in the Ukraine was hand collected. Hierarchical multiple regressions was used to test hypotheses. Questionnaires from 243 business students and 78 questionnaires from engineering students were used. The average age of the respondents was 20-25 years of age, and 65 per cent of the respondents were women. Individuals who participate in enterprise programmes tend to have higher entrepreneurial motivation and are more likely to become entrepreneurs. Empirical evidence showed that attitudes, subjective norms and perceived behavior control mediate the relationship between perceived entrepreneurial motivation and entrepreneurial intentions.

Atul Gupta *et a1*., (2013) carried out a research with a goal to study the possible interactions between operations strategy and entrepreneurial traits, performance and job satisfaction. The author proposed an innovative model based on the review using non experimental design. The analysis was carried out in the Lynchburg City region using an administered survey instrument for 1200 SMEs. The test results manifested that entrepreneurial personality has a statistically

significant relationship with performance and operations strategy while the relationship between entrepreneurial personality and Job Satisfaction are not statistically significant. The analysis further revealed that Operations strategy has statistically significant moderating role in the relationship between entrepreneurial personality and performance. The practitioners and academicians offer a new research framework for examining the critical success factors of SMEs.

Chen and Chang (2013) tested the understanding about the relationship between human capital and new venture performance. This study examined how human capital determines firm performance by assessing profitability and patents creation in the specific context of small entrepreneurial new ventures in Taiwan. This study was conducted by using 155 small technology-based new ventures located in government incubators on university campuses throughout Taiwan. The study revealed that entrepreneurial experience, manpower and creativity have positive impact on new venture's performance assessed by using profitability and patents creation as the criterion variables. Amongst all predictors, entrepreneurial manpower was found to have the strongest effect on both profitability and patent creation. The most interesting finding, however, stemmed from a component of entrepreneurial motivation the authors created, pioneering motivation.

Dave (2014) conducted a comparative exploration into the effects of culture, social values and entrepreneurial motivation on the career decisions of youth in the newly liberalizing economy of Bhutan. The researcher surveyed 144 young people with an interest in becoming educated in business and entrepreneurship, located in Bhutan and Canada. The author measured seven Hofstede's dimensions of national culture, two dimensions of social values from the world values survey and the three dimensions of McClelland's need for achievement construct – in all cases by reusing well-established metrics from the entrepreneurship and international business literature. Study suggested the significant and wide-spread differences in the measures of culture and social values. On the measures of achievement motivation, study showed that the Bhutanese youth differ only in a significantly lower need for demonstrating mastery.

Mitchelmore *et al*., (2014) examined the entrepreneurial competencies that women SME owners

perceive to be important to the success of their business, and the competencies that women with high turnover growth rate deem important, and makes a comparison between the two sets of competencies. A questionnaire-based survey was conducted in order to collect data about female entrepreneurs, their businesses and competencies. Questionnaires were distributed by using convenience sampling. Sample of 210 were collected. This study demonstrated that those women who led high-growth businesses could be differentiated from those with low-growth businesses on the basis of the importance that they ascribe to being pro-active; formulating, implementing strategies for taking advantage of opportunities; ability to acquire finance; and willingness to take risks competencies.

Farhangmehr and Sarmento (2016) examined the main drivers of entrepreneurial motivation among university students and determine whether entrepreneurship education has a moderating effect on improving the impact of knowledge base and entrepreneurship competencies on entrepreneurial motivation. Study used a mixed-method approach that combines qualitative interviews and a cross-sectional survey of a sample of 465 university students. Regression analysis using the SPSS statistical package was used analyze the study. Over half of the respondents (56.6%) were undergraduate students, and 43.4% were postgraduate students. The study revealed entrepreneurship competencies were predictor of entrepreneurship motivation. Additionally, entrepreneurship education does not improve the motivation of university students to become entrepreneurs. Study suggested that increased entrepreneurial motivation, pedagogy should emphasize the development of student entrepreneurial psychological and social skills by covering in particular the emotional dimension and critical thinking.

Lakshmi *et al*., (2016) empirically examined the competency needs and further estimated the strength of such managerial competencies in predicting job performance. A structured questionnaire was administered on 106 managers from 18 Pharmaceutical companies in Maharashtra, India to capture the self perceptions on importance of competencies, current expertise levels and job performance. Relative competence metric, t test and multiple regression analysis were employed for data analysis. Results indicate in-congruence in perceptions of managers for current expertise and importance across four managerial competencies i.e. analytic skills, self- management, relationship management and goal and action management. Further,

gap analysis and relative competence metric revealed negative gaps among managers for competency dimensions pertaining to quantitative ability, adaptability, influence co-workers, change management skills and planning and task execution. Furthermore, self management competencies were found to wield maximum influence on the self perceptions of job performance followed closely by relationship management and analytic skills.

Muniady *et al*., (2016) examined the effect of participation in development programmes designed for women micro-entrepreneurs on the development of entrepreneurial competencies, innovativeness, and social capital. The study employed a cross-sectional design and quasi experimental approach, and collected data from 417 women micro entrepreneurs in Malaysia. Findings revealed that the participants possessed a significantly higher level of social capital, innovativeness, and entrepreneurial competencies. This study adopted stratified random sampling to select women micro-entrepreneurs from the four regions. This study's findings noted that participation in development programmes leads to an improvement in participants' cognitive social capital, relational social capital, and structural social capital, which is ultimately expected to have a positive effect on enterprise performance.

Podmetina *et al*., (2018) focused on competency sets for open innovation (OI) and is to provide recommendations for OI competency development in companies, linked to the core OI processes. The aim of the study was to develop an OI competency model that organizes individual competencies around organizational OI processes. The research is exploratory and aims at theory-based practical indication combining deductive identification of competency clusters and inductive model development. An extensive literature review on competence challenges with regard to execution of OI, and empirical data analysis based on a large-scale structured industrial survey in Europe (N=264) was conducted, leading to the development of competency sets for companies. SPSS tools were applied for empirical tests study identified the individual competencies needed for adoption of OI and develops a generic CMOI management. These resulted in contribution to the theory and practice of OI and HR management through the development of an original measurement instrument, theory and practice.

Solesvik *et al*., (2018) empirically examined the motivation of females to start businesses in

developed and emerging economies. Although the issues related to the motivation of entrepreneurs have been widely studied. The purpose of this study is to explore in depth motivations of female entrepreneurs in different contexts and discover the dissimilarities in women's entrepreneurial motivations in countries with different levels of economic development. The study has employed purposeful sampling to select cases. The study investigated the motivations of 45 female entrepreneurs in Norway (12), Russia (21) and Ukraine (12). Semi-structured interviews were used to collect primary data. The findings indicated that women often pursuit business opportunities to satisfy social needs, rather than focusing on traditional business outcomes such as growth or profit. The study found a stronger desire to contribute to a society's needs among female founders in Norway compared to their counterparts in Russia and Ukraine.

Sharma (2018) investigated the role of gender and regional cultures on entrepreneurial intentions and perceived barriers to entrepreneurship in two diverse regions of Garhwal and Kumaon, which belong to the same state of Uttarakhand. This is a quantitative study. The primary data were derived from the students of professional courses. Stratified sampling was used to collect data. The chi-square test, Fisher's exact test and Mann–Whitney U test were used to draw relationships between the variables. Study indicated significant gender differences in perceptions of barriers and entrepreneurial intentions among youth. Study also showed the barrier perceptions and the entrepreneurial intentions between genders vary with change in culture at the regional level. Thus study concluded that there is an effect of gender and regional culture on the perceived barriers to entrepreneurship and entrepreneurial intentions, more particularly on the youth population.

Zali *et al*., (2018) examined the impact of age and entrepreneurial age-based self-image on entrepreneurial competencies of males and females based on the Global Entrepreneurship Monitor (GEM) 2016 data. Study used multi-regression techniques in order to analyze research hypotheses. The data was gathered through Adult Survey Population (APS) questionnaires by face-to-face interviews from Iran's urban regions. Total respondents were 3259 consisting 1679 (52%) males and 3259 (48%) females. The majority of the participants had post-secondary education as well. As per study a person can launch a new business when he or she has reached

the legal age (18 plus). Often it is said that entrepreneurship is a youth (18–34) game. At this time, an individual would decide to work for others or for his own as an entrepreneur. According to multi-regression model results, in Iran, the age of respondents has impact on their entrepreneurial competencies and this effect more for females (0.082) than men (0.067). It means that with the ageing process, females feel to own more entrepreneurial competencies compared to males.

Zainol and Abdullah (2018) examined the effect of entrepreneurial competencies on competitive advantage and investigated the effect of competitive advantage on performance of informal microenterprises owned and managed by women micro entrepreneurs in Kelantan. Study used a cross-sectional design. Quantitative data was collected from 384 informal women micro-entrepreneurs operating in "night markets" in Kelantan, Malaysia. Study focused on six key areas of entrepreneurial competency as provided by Man et al. (2002), which are opportunity recognition, relationship, conceptual, organizing competencies, strategic and commitment competencies. Variance-based structural equation modeling was used to analyze the research model and indicated that commitment competency, conceptual competency, organizing competency and opportunity recognition competency have a significant positive effect on competitive advantages, and competitive advantages have a significant positive effect on the performance of microenterprises owned and managed by women micro entrepreneurs in Kelantan, Malaysia.

Tahseen *et al*., (2019) examined the influence of two dimensions of entrepreneurial competencies, namely, strategic competency and ethical competency on the growth of small and medium enterprises (SMEs); and further explored the role of network competence as a mediator among these understudied variables. The study constituted the sample of 80 respondents of West Malaysia. PLS–SEM approach was utilized to analyze the data. Snowball sampling method was used to collect the data. Only those entrepreneurs were targeted in survey who started up their own businesses and were actively engaged in the management of their business; the business was of at least three years old with employees between 5 and 75; and individual that belonged to any of Malaysian ethnic groups (Malaysian Chinese, Malay or Indian). Study suggested that entrepreneurial competencies, especially strategic and ethical competencies, influence more

towards the business success when the firms build their network competence to get other critical business resources such as knowledge, technology and expertise. Thus, the role of network competence cannot be neglected in achieving business growth.

Mamun *et al*., (2019) examined the effect of entrepreneurial skills, market orientation, sales orientations and networking on entrepreneurial competency and performance of micro-enterprises in Kelantan, Malaysia. However, inadequate human competencies are the main challenges micro-enterprises need to overcome to survive. Study was crucial for suggesting possible ways to improve the socioeconomic conditions of low-income households through micro-enterprise performance. Adopting a cross-sectional design, study collected data through structured interviews from 403 micro-entrepreneurs from Kelantan. Study revealed that entrepreneurial skills, market orientation and networking have a positive effect on entrepreneurial competency further more entrepreneurial competency, skills and networking have a positive effect on enterprise performance. Study concluded significant mediation effect of entrepreneurial competency on the relationships between entrepreneurial skills, market orientation, networking and enterprise performance.

Swati *et al*., (2019) explored the motivations and key challenges among women entrepreneurs who experience in running small businesses in the Jaipur city of Rajasthan. A purposive sample of 13 women entrepreneurs from a cross-section of enterprises was selected. A qualitative methodology based upon semi-structured, in-depth, exploratory interviews with female entrepreneurs was used which enabled the respondents to give voice to their individual experiences. The study revealed that pull factors including the urge for creativity, innovation, self-identity and independence, and to serve the society are the main motivations for female entrepreneurs to start their venture. A significant challenge is that their ability as a professional entrepreneur is not recognized and acknowledged by the society. Furthermore, the cultural norms reflected in the gender-specific role distribution result in the problem of work–life balance. The challenges emerging from the formal institutions do not appear to be pervasive and gender specific.

Brandt and Rajala (2020) examined the associations of three forms of career capital – human, social and psychological capital – on career success. Career success is measured through a subjective evaluation of career satisfaction and an objective evaluation of promotion. The data are drawn from 624 knowledge workers from Finland with an academic degree in business studies. The model is tested through structural equation modeling. The results stress the importance of psychological capital as an important career resource among knowledge workers. Therefore, our findings contributed to career research by supporting the argument that context and/or occupational group matters in the relationship between career capital and career success.

RESEARCH GAP:

On the basis of above literature review it is observed that most of the studies on competencies, innovativeness and career success among the entrepreneurs of micro enterprises have been conducted at global level and few studies are conducted in India. But none of the study seems to have touched the areas relating competencies, innovativeness and career success among the entrepreneurs of micro enterprises at regional level in India. The present study proposes to fill the gap in the existing literature.

SCOPE & RELEVANCE OF STUDY:

The study would help in knowing the relationship among competencies, innovativeness and career success among entrepreneurs of micro enterprises. This study will also give insight in to the core competencies which helps an organization to compete with its rivals. Employees of micro enterprises will be targeted in this study. Study will cover all relevant dimensions of Entrepreneurial Competencies, Innovativeness and Career Success. Study will help the organization in understanding how Competencies can help in improving enterprise performance and innovativeness which leads to Career Success. Conclusion drawn from this study will be prominent use to the employees, organizers, researchers and students studying in this field.

OBJECTIVES OF THE STUDY:

- To examine the entrepreneurial competencies among entrepreneurs of micro enterprises;
- To study the innovativeness among entrepreneurs of micro enterprises;
- To analyze the career success among entrepreneurs of micro enterprises;
- To examine the relationship among entrepreneurial competencies, innovativeness and Career success among entrepreneurs of micro enterprises.

RESEARCH METHODOLOGY:

The proposed research methodology for this study as follows:

- **Research Design:**

  Present study will follow exploratory cum descriptive research design.

- **Sampling Plan:**

  Sampling Area:

  Sample area will be entrepreneurs of micro enterprises operating in northern India. In this study we have taken only four States - Haryana, Punjab, Himachal Pradesh and Delhi-NCR.

  Sample Unit:

  A sample of 400 entrepreneurs will be taken from the micro enterprises of northern India by using Random sampling method. Further a sample of 100 will be taken from each four states of Northern India i.e. Haryana, Punjab, Himachal Pradesh and Delhi-NCR.

- **Research Instrument:**

In the proposed research study primary data will be used. Questionnaire will be designed by consulting a literature for this purpose. To collect primary data, pre tested well designed questionnaire will be used. A pilot survey will be conducted to find the shortcomings if any in the questionnaire and, finally after incorporating necessary changes survey will be conducted.

- **Statistical Tools:**

Collected data will be analysed and interpreted with the help of statistical tools Correlation, Regression, Factor Analysis, Analysis of variance etc. and any other techniques will be used as per the requirement of the study.

CHAPTER SCHEME:

CHAPTER 1

INTRODUCTION: This chapter will deal with conceptual framework and the significance of study.

CHAPTER 2

REVIEW OF LITERATURE: This chapter will provide detailed review based on past studies conducted in the similar area of study.

CHAPTER 3

RESEARCH METHODOLOGY: This chapter will discuss the research process to be followed to achieve the objectives. It also contains information about research design, data collection, statistical tools, sample techniques of data used during the course of the study.

CHAPTER 4

ANALYSIS & INTERPRETATION: This chapter will present an elaborate analyses and interpretation of data collected.

CHAPTER 5

CONCLUSION & RECOMMENDATIONS: Based on interpretation and analysis this chapter will provide conclusion and recommendations based on research findings for further studies.

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Signature of supervisor **Signature of candidate**

Signature of Director/Chairperson